

Orissa Community Tank Management Project

TERMS of REFERENCE For SUPPORT ORGANISATIONS TO PROVIDE SERVICES FOR IMPLEMENTATION OF PROJECT ACTIVITIES

1. Background:

The Government of Orissa in partnership with Government of India has initiated a project to repair and rehabilitate approximately 900 minor irrigation tanks having a command area of 40 ha to 2000 Ha and covering 1.20 lakh ha across the state of Orissa with funding from World Bank. Tank irrigation is one of the oldest methods of irrigation in Orissa. The State has 28,303 tanks approximately, including tanks of the Government and Private Sector (GoI, Minor Irrigation Census, 2001). About 3646 of these tanks are relatively large with an irrigation capacity of 5.47 million hectares. These 3646 tanks irrigate between 40 ha to 2000 ha of land and are managed by the Chief Engineer (MI). The Orissa Community Tank Development and Management Society (OCTDMS) has been formed under the Department of Water Resources, Government of Orissa and will implement the Orissa Community Tank Management Project (OCTMP). The project envisages execution through primary and secondary institutions from the State Project Unit to the Community Level Groups with facilitation of Support Organisations.

2. Objectives of the Project:

The overarching objective of the project is for ***selected tank based producers to improve agricultural productivity and water users associations to manage tank systems effectively.*** In order to do so the underlying objectives of the project include:

- ***Strengthening community-based institutions to assume responsibility for the tank system improvement and management:*** This would include, inter alia, development of human resources, formation and/ or strengthening of local institutions for tank improvement and management, and developing mechanisms whereby the needs of the traditionally vulnerable stakeholders can be addressed.
- ***Tank System Improvements:*** This would include physical investment in tank systems. The actual rehabilitation work required would be determined for each tank system individually with an upfront 'Tank Improvement and Management Plan' prepared in consultation with tank users prior to undertaking any investments. In

general, interventions are likely to address deficiencies in feeder channels, tank bed and structures, and the water distribution and drainage systems.

- **Livelihoods support services for tank system users:** This would include promotion of farmer interest groups, agricultural research and extension support through public agencies and private sector providers as appropriate, and facilitation of market linkages for agricultural producers /groups (including fisheries and livestock products).
- **Project Management:** The objective of this component is to ensure smooth implementation of project activities, monitoring of project implementation progress and outputs/ outcomes achieved, and learning from project experience. Major activities under this component would include: (i) setting up and supporting project management units at the state and district levels, (ii) project MIS, (iii) internal monitoring, evaluation and learning, (iv) services of an external M & E agency to be engaged as consultants for the duration of the project; and (iv) information and communications support including establishment of project website and documentation of project experience and its dissemination into the wider development community (v) Finance and Procurement.

3. Organization and Implementation Structure:

The overall responsibility for project implementation and coordination would rest with the Orissa Community Tank Development and Management Society (OCTDMS) which has been established to serve as a coordinating agency for tank rehabilitation in the state. The Governing body of the OCTDMS is chaired by the Agriculture Production Commissioner and includes representatives of various line departments and civil society. The OCTDMS would consist of a State Project Unit (SPU) and about 21 District Project Units (DPUs). All the activities of OCTMP are to be implemented at three levels: State Level, District Level and Tank Level. Both the SPU and DPUs would have six cells each –

- a) Institution Strengthening Cell, b) Technical Cell, c) Livelihoods Cell, d) Monitoring, Evaluation Learning and Cell, e) Finance and Procurement Cell, f) Communication, Information Dissemination and Disclosure Cell.

At the State level there would also be a State Level Steering Committee to guide and review the activities of the OCTDMS, work on policy issues and coordination. At the district level there would be a District Level Steering Committee (DLSC) headed by the Chairman

(District Collector) for reviewing the work and guiding the DPU as well as coordinating with line departments. The District Project Director of the District Project Unit would be the Member Secretary of the (DLSC). At both the district and state level, OCTMP would be supported by the Line Departments. At the Tank Level, the Pani Panchayat is the nodal implementation partner and the Support Organisations would facilitate implementation processes.

4. The objectives of the assignment are:

- To provide facilitation and handholding support to the Pani Panchyats in undertaking project activities as outlined in the Community/PP Operational Manual.
- To build the capacities of PP executive committee, Sub-Committees, and other community based organizations so as to empower them to work in a co-coordinated manner to effectively perform their roles and responsibilities.
- To guide and handhold the PP and other sub committees set up under the Project to undertake participatory resources assessment, planning of Tank Improvement and Management Plan (TIMP), facilitate implementation of the TIMP in accordance with the Community/PP Operational Manual.

5. Scope of Work

- a) The Support Organization is expected to directly strengthen the capacity of all PP in their area of operation in planning, implementation, monitoring and management skills so that the PP is able to implement the Project in line with the principles of inclusion, transparency, equity, participation and accountability. The assignment involves mobilizing, communicating, training, facilitating, handholding and backstopping of the PP including development and implementation of systems and procedures as may be needed and providing critical technical assistance (in co-ordination with DPU) in implementing the TIMP as per project guidelines.
- b) Help PP in disseminating key project principles among all habitations of the village and express
- c) The willingness to participate in the program with the PP General Body resolving to participate in the project.
- d) Facilitate preparation of a TIMP using participatory methodologies including social-environmental Framework, youth and gender plan, land acquisition and rehabilitation framework, tribal development plan, renovation, operation & maintenance, agricultural

livelihoods intervention, monitoring, evaluation & learning, documenting & communication, orientation on procurement, finance and accounts.

e) Facilitate the formation and capacity building of PP EC and sub-committees and other community-based organizations as included in the institutional arrangement.

f) Document the process and key lessons

6. Duration of the Assignment

The total duration of engagement of the Support Organization shall be for 36 months split into five phases as per scope of the work as above. The continuation of the Agency from phase 1 to respective phases will be subject to satisfactory completion of the deliverables stipulated for these phases as below.

7. Keys Tasks and Key Deliverables:

The project has four phases covering the entire project cycle and the tasks for the SO have been outlined phase wise. The phases are:

- The Identification Phase : A -4 to 0 months project phase
- The Pre Planning Phase : A 4 months project phase
- The Planning Phase : A 4 months project phase
- The Implementation Phase : An 18 months project phase
- The Consolidation Phase : A wrap up phase of 10 months

8. Key tasks

Tasks to be performed during the Identification Phase		
Key processes to be supported	Key activities to be performed	Deliverables
Placement of staff and their trainings	1. SO recruits staff 2. Recruited SO staff undergo ToT	3 staffs in place and undergone TOT
Formation of PP (new and old PP as per Amended Orissa PP Act)	Assist Executive Engineer in 1. Preparation of voters list 2. Land Delineation 3. Issuance of election notification 4. Conducting polls for EC 5. Formation of sub-committees	PPs are formed and all sub-committees are appointed
Community mobilization and project awareness	1. Launch an IEC campaign 2. Assist the PP in disseminating key project	PP communicate willingness to participate in the Project to the

	<p>principles and guidelines in all habitations/villages of the tank system.</p> <ol style="list-style-type: none"> 3. Assisting the PP-EC in organizing GB meetings and community meetings to discuss and adopt Pani Panchayat Operational Manual 4. Assisting the PP in satisfying all eligibility conditions 5. Capacity building of PP members, sub-committees and selected community members on Community/PP Operational Manual 6. Assisting the PP members in undertaking exposure visits through facilitated learning 7. Organizing village cultural campaigns, special meetings of women, fisher folks, youth etc. 	<p>State Society</p> <p>EC members of PPs and all sub-committees members are trained on Community/PP Operational Manual</p> <p>PP members have under-taken exposure visit</p> <p>Cultural Campaigns and special meetings using IEC material organized</p>
Consultation on R&R and Land Acquisition	<ol style="list-style-type: none"> 1. Conduct Socio-economic survey for encroachers and PAP 2. Identification of all stakeholders 3. Assist in joint verification by Revenue Dept. and DPU. 4. Assist PP in preparation of R&R package. 	R&R and LA framework for the specific site is agreed and implemented

Tasks to be performed during the Pre Planning Phase		
Key processes to be supported	Key activities to be performed	Deliverables
Project Awareness and Community Mobilization	<ol style="list-style-type: none"> 1. Assist the DPU in public announcement of the project 2. Mobilize the community 3. Continue the IEC campaign 	<p>Pani Panchayat and the Communities aware of the project</p> <p>Community mobilization initiated</p>

Environment related activities	1. Assist the PP and DPU in environmental activities relating as per the environment management framework	Activities carried out as per the framework
Formation of Pani Panchayats where not formed or strengthening of existing ones	1. Assist the DPU in Pani Panchayat formation and / or strengthening as required 2. Assess capacities, interest, willingness of PP in partnership & contribution in the project in terms of cash & land. 3. Assist PP in opening of O & M account and TIMP account	Capacities of Pani Panchayat and its willingness to participate assessed, O & M account if not existent, opened
Community level group formation and strengthening	1. Assist the PP to make an assessment of how many groups need to be formed and the type of groups to be formed 2. Assist the PP in identifying groups that are already existing but need to be strengthened 3. Assist the PP in coming up with capacity building plans for them/ planning livelihoods options if they are beneficiaries	Community level groups formed
Training for executive committee of the PP	1. Assist the DPU and the CA Firm/ Capacity Building Agency/ Technical institution in training the executive committee of the Pani Panchayat	Executive committees trained with managerial and specialised skills
Agricultural and livelihoods related activities	1. Assist the Pani Panchayat in identifying the stakeholders, 2. Assist in assessing their current livelihoods pattern and issues and scope for improvement, intensification and diversification.	Stakeholders for livelihoods interventions identified and their current livelihoods assessed

Technical work related activities	1. Carry out any such activity that the District Project Director asks assistance for with regard to identification of issues in the tank system	All such activities carried out.
Tasks to be performed during the Planning Phase		
Key processes to be supported	Key activities to be performed	Deliverables
Environmental activities	1. Assist the DPU, Dam Safety Unit and the PP in carrying out activities linked to activities in the environment management framework	Completed Environment related activities
Agreement between DPU and PP	1. Assist the PP to frame an agreement to participate and contribute to the project 2. Facilitate in the signing of the agreement between the PP and DPU	PP agrees to participate and plan
Training to PP on Micro Planning	1. Facilitate in identification of people who need to undergo training 2. Share the contents of the training module with the PP 3. Provide training on micro planning, PRA and Participatory Walk Through	PP clear on Micro planning method
Micro Planning at the village and tank level	1. Joint PRA Exercises with the PP, DPU and Community at the tank and village level 2. Facilitation and participation in the Participatory Walk Through 3. Facilitate in identification of issues and solutions 4. Village wise consolidation of the issues and solutions	Consolidated Tank Users Village Micro Plan

<p>Tank Improvement Management Plan Preparation</p>	<ol style="list-style-type: none"> 1. Consolidation of the tank users village micro plan 2. Facilitate in preparation of estimates, drawings and designs 3. Facilitate in the provision of technical, social, institutional, livelihoods, and other plans in the prescribed formats. 4. Ensure inclusion of costs, designs, timelines, implementation responsibilities and annual action plans. 5. Ensure 5% of the civil costs of the works included in the TIMP is deposited in the PP's O & M account in non scheduled areas and 2% in scheduled areas 	<p>Consolidated Tank Improvement Management Plan and contribution of upfront cash in the O & M account.</p>
<p>Approval of the Tank Improvement Management Plan</p>	<ol style="list-style-type: none"> 1. Facilitate and ensure that the TIMP is placed before the Governing Body of the PP 2. Facilitate and ensure that the TIMP is shared with the DPU and SPU, all suggestions are discussed and changes if any incorporated 3. Facilitate and ensure that an MoU between the Distirct Project Director and the Pani Panchayat has been signed 4. Facilitate and ensure in the placing of the final TIMP and MoU before the Palli Sabha for their knowledge and information 	<p>MoU signed and final TIMP placed before the Palli sabha</p>
<p>Organizing the Procurement Plan for the TIMP</p>	<ol style="list-style-type: none"> 1. Assist and facilitate in organizing and planning procurement of material, manpower tender documents for all works 	<p>Procurement Plan finalized</p>

	2. Ensure that the procurement plan includes details of procurement of those works/ services that the Pani Panchayat may not be carrying out themselves, so that there is clarity on roles and responsibilities.	
Training on Pani Panchayat Act and Rules	1. The SO will train the PP with regards to the provisions in the PP Act and Rules	The Executive committee and sub committee clear on the act and its provisions
Specialized Trainings for the PP	1. Facilitate in specialized training by the CA Firm/ Resource Agency/ Technical Institution	Pani Panchayats trained on subjects such as water budgeting crop planning etc as per the Act
Managerial Trainings for the PP	1. Facilitate in managerial training by the CA Firm/ Resource Agency/ Technical Institution	PP's executive committee has basic managerial skills prerequisite for the proper functioning of the institution and delivering the needful
Monitoring and Evaluation	1. Participatory M & E activities 2. Transparency and Accountability 3. Governance related issues	Ensured that as per M & E requirements
Other Activities as required by the project		

Tasks to be performed during the Implementation Phase		
Key processes to be supported	Key activities to be performed	Deliverables
Objective evaluation of the progress on the R & R plan	1. Facilitate and ensure the resettlement/ compensation/ livelihood assistance has been given to the identified encroachers and those whose land has been acquired	Compensations delivered livelihoods assistance planned for implementation during this phase.

Project Awareness and Transparency	1. Display of the TIMP Components	TIMP Displayed on PP office walls, GP office, transparency pillars etc.
Opening of a TIMP account	1. Explain to the PP the reason and need for opening a separate TIMP account 2. Facilitate in opening of the account in a nationalized bank	TIMP account opened
Contribution in cash or kind by the PP	1. Ensure that the PP initiates the process of contributing 5% of the cost of the civil works in the form of cash or kind for the project in non scheduled areas. 2. Ensure that the PP contributes balance 3% of the 5% of the cost of the civil works in the form of cash in the O & M account in the scheduled areas. 3. Ensure that in scheduled areas the remaining 5% is contributed in the form of cash or kind	Contributions made successfully
Initiating Civil Work	4. Facilitate in awarding contract to service providers 5. Facilitate and build capacities of Pani Panchayat to carry out the civil work that is to be carried out by PP 6. Ensure and facilitate in implementation of civil works by contractors 7. Supervise the civil works 8. Ensure that the Pani Panchayat prepares the running bills and facilitate in doing so. 9. Ensure reporting is done regularly by the PP and all books and records are maintained 10. Conduct social audit and other monitoring	Civil works initiated as per timelines and plan.

	<p>techniques for the same, community project cards and okay cards.</p> <p>11. Issue of completion certificates at the end of works</p>	
Initiating livelihoods related activities	<ol style="list-style-type: none"> 1. Facilitate in implementation of livelihoods activities by supporting the District Project Unit and Block Level Officers 2. Facilitate in organizing the training and capacity building programmes, exposure visits, best practices and demonstrations 3. Based on the production resource strength, facilitate in the activities for the Common Interest Group. 4. Facilitate in implementing crop planning and water budgeting as per the Act. 5. Ensure that the livelihoods assistance to be given to those who need to be resettled has been done by the DPU and PP 6. Ensure that livelihoods assistance in the Tribal Development Plan has been initiated and 7. Facilitate in Conducting social audit, participatory assessment, rating by PP 	Improved livelihoods and crop planning and water budgeting, livelihoods assistance given to those who need to be resettled, livelihoods assistance given to identified tribal people.
Initiating Institution Strengthening related activities	<ol style="list-style-type: none"> 1. Facilitate and build capacities of the Pani Panchayat and community level groups as per the training and capacity building plan. 2. Ensure and facilitate in organizing training and capacity building programmes by capacity 	Strengthened Pani Panchayat and Community level groups, regular maintenance of books and accounts, reports, sharing of best practices, learning and knowledge, ensured that encroachers and those whose land has been acquired are compensated and resettled,

	<p>building/resource/CA agencies.</p> <ol style="list-style-type: none"> 3. Ensure and facilitate and train community level groups on general issues, management, institution strengthening. 4. Facilitate in providing specialized trainings to community level groups and exposure visits for them 5. Conduct specialized training fir PP on post project O & M 6. Organize exhibitions, workshops, buyer seller meets 7. Organize exposure visits 8. Facilitate and ensure that all books and reports are updated and maintained. Assist in doing so. 9. Ensure meetings are held regularly. 10. Assist the DPU in formation of the Water Users Network 11. Capacity building of lead farmers in terms of managerial skills 12. Send PP members to trendsetter PPs within and outside the state 13. Ensure that the Tribal Development Plan provisions are met with and all activities outlined in it carried out. 14. Ensure that encroachers and those whose land has been acquired are resettles and all records are maintained by the PP. 15. Ensure that the Women and Water Management Forum are trained on water issues, Pani 	<p>ensured that activities relating to tribal development initiated.</p>
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	<p>Panchayat Act , crop planning, sanitation, hygiene, water budgeting etc.</p> <p>16. Ensure that there is sharing of best practices, learning and knowledge at the Water Users Network level.</p> <p>17. Identify any other need based training requirements of the PP</p> <p>18. Conduct social audit, participatory assessment etc.</p>	
Monitoring, Learning and Evaluation	<ol style="list-style-type: none"> 1. Ensure that all activities for transparency, accountability and governance are being carried out by PP 2. Grievance is being addressed 3. Social audits are done as per plan, especially for TDP, EMF and SMF, civil works and R &R 4. Community Project cards and Okay card are issued at the end of each work/ activity 5. Sharing of best practices, knowledge and learning to be initiated 6. Reports to be given on a regular basis 7. Facilitate in M E procedures of the DOU and external monitoring agencies 8. Submit own reports to the DPU regularly 9. Monitor the work of the PP 	Sharing of best practices done, reports regularized, grievance handled, information disclosed, quality and quantity of work/ activities monitored through prescribed methods, audits done regularly.
Other activities as required		

Tasks to be performed during the Post Implementation Phase		
Networking of PPs	<ol style="list-style-type: none"> 1. Facilitate in getting PPs formed under different schemes n one platform to share experiences and best practices 2. Ensure that representatives from the pp under the SO are a part of the forum and their best practices are highlighted. 	Spread of best practices
Refresher trainings	<ol style="list-style-type: none"> 1. Identify capacity building training needs for PP 2. Conduct refresher trainings or get resource people to do so. 	Refresher trainings conducted
O & M Plan	<ol style="list-style-type: none"> 1. Assist in developing a compendium of O & M schedule, strategy, plan and estimates. 2. Assist in O & M plan implementation along with ensuring that the PP contributes to the O & M account at least once in 6 months. 	Finalization of the O & M plan for the next 3 years
Future Role of Water Resource Department and PP	<ol style="list-style-type: none"> 1. Assist the PP and DPU to understand and analyze their future roles together. 2. Organise a vision building workshop for future strategy 3. Assess the average O & M requirements from past experience and plan how to raise funds for them by the PP 4. network with other organisations for future fund requirements 	PP and DPU draft and MoU for future understanding of roles and responsibilities after the O&M is handed over to the PP
Maintenance of all books and records	<ol style="list-style-type: none"> 1. Ensure tat PP is maintaining all records and reports regularly 2. Ensure that the SO's 	Books and Records maintained and consolidated

	<p>reports and records reaches the DPU in time</p> <p>3. Ensure that the Staff of the SO consolidates all the tank wise reports and then into one common report</p>	
Refresher trainings for MI department	<p>1. Facilitate and assist the capacity Building Agencies if required in the process</p>	MI department staff trained
Completion of all activities	<p>1. Facilitate and ensure that all activities pertaining to the contents of the TIMP are completed</p>	Work completion reports and project completion reports are prepared
Monitoring, Learning and Evaluation	<p>1. Facilitate and also self monitor the performance of PPs for book and record keeping, regular meetings, internal and external audits etc.</p> <p>2. Organize monitoring process for the PP to monitor and evaluate every aspect of the project and the PPs performance based on which handing over of O&M and retaining of water charges would be taken up</p>	Evaluations done
Formal handover of the O &M of the project	<p>1. Signing of agreement between MI department and Pani Panchayat</p> <p>2. Signing of an MoU that defines the roles and responsibilities of the MI Department and PP in future.</p>	O &M of the project handed over to the PP and future collaboration with MI Department formally agreed upon.

9. Key Qualification and Composition of Facilitation Agency Team

Name of Position	Qualification and Experience	Key Responsibility
1) Engineering / Technical	Diploma in Engineering or of Junior Engineer Rank	All technical and civil works related activities, contributions to be made by the Pani Panchayat, monitoring and evaluation, activities relating to R &R, EMF, micro planning, PRA, TIMP preparation, maintaining records, raining the PP, facilitation and capacity building, community mobilization and other works as defined from time to time
2) Livelihoods	Graduate in Agriculture with at least 3 years of experience in working on livelihood projects in rural and or in tribal areas. Should have experience in micro planning.	All livelihoods related activities, contributions to be made by the Pani Panchayat, monitoring and evaluation, activities relating to R &R, TDP, micro planning, PRA, TIMP preparation, maintaining records, training the PP and community level groups, facilitation and capacity building, community mobilization and other works as defined from time to time
3) Institutional Strengthening	Post Graduate in Social Work, Anthropology, Rural Development, Sociology with at least 3 years of experience in micro-planning, training and capacity building, tribal development, community mobilization	All Institution strengthening related activities, contributions to be made by the Pani Panchayat, monitoring and evaluation, activities relating to R &R, TDP, micro planning, PRA, TIMP preparation, maintaining records, training the PP and community level groups, facilitation and capacity building, community mobilization and other works as defined from time to time

10. Approach and Methodology:

While performing the service, the SO shall ensure the following:

- a. Using participatory methodologies for motivating and involving majority of the beneficiaries in all Project activities.
- b. Undertake the assignment using a facilitation style so as to empower the PP, sub-committees and village community to internalize capacities and promoting self-help.
- c. All Project decisions are vested with the PP as outlined in the PP Act. The Facilitation Agency need to provide all available information to them and facilitate informed decisions.
- d. Seek guidance from State or District Project Unit on implementation of activities under the service.

11. Reporting requirements

SO shall submit the following report / documentation during the assignment:

- a. The Facilitation Agency shall document all activities connected with the assignment and submit the same to the DPU.
- b. Submit an Inception Report detailing the staff deployment, other arrangements, and action plan for performing the assignment as soon as the assignment is initiated.
- c. Baseline Report on the village/tank system and Report on the PP institutional status.
- d. Monthly progress report on the activities of the SO.
- e. Quarterly consolidated Pilot Project progress report covering all tank system the SO is assigned.
- f. Activity Completion Reports at the end of 1st year. 2nd year and 3rd year.
- g. Training modules and instructional materials to be used for capacity building.
- h. Financial reports on expenditures and other details as desired by the DPU/SPU.
- i. Re-submitting the monthly progress reports of the SO to the Project the same shall be presented in the Executive Committee of the PP and got approved.
- j. Bank Account number and bank details where the project fund will be received by the Support Organisation.
- k. For any changes that will be made in the core team working on the OCTM Project, the Support Organisation will have to inform the District Project Director 2 Months in advance and take prior approval.

12. Monitoring the Assignment

- a. District Project Unit Head shall be responsible to view and monitor the assignment. A review committee will be constituted at the district level chaired by the District Collector.
- b. The assignment will be reviewed by the respective PP and the Project will seek feedback report from the PP and other CBOs as and when required.
- c. The assignment / contract will be terminated any time during the period of contract in case of unsatisfactory rating by the PP, monitoring committee, Project or by the visiting World Bank Missions.

13. Support from the Project

The Project will undertake the following activities to support the assignment.

- Provide copies of all Community/PP Operational Manual , Technical Manual, Finance and Procurement Manual
- Provide orientation to the team deployed by the agency on Community/PP Operational Manual
- Designating a SPU and DPU staff to co-ordinate and guide the SO's activities
- Provide other guidelines and information during the course of the assignment
- Other technical support and guidance as and when requested